



CHILD WELFARE DIGITAL SERVICES (CWDS) UPDATE

May 23, 2019 through
June 24, 2019

VISION STATEMENT

"We will establish and maintain an innovative statewide 21st century information technology application that aids child welfare stakeholders in assuring the safety, permanency, and well-being of children at risk of abuse and neglect."

Child Welfare Digital Services (CWDS) is a collaboration of California State and local government agencies that support our shared stakeholders through technology to assure the safety, permanency and well-being of children at risk of abuse, neglect or exploitation. CWDS is responsible for maintaining and operating the existing Child Welfare Services / Case Management System (CWS/CMS) and the development of the Child Welfare Services – California Automated Response and Engagement System (CWS-CARES). We are dedicated to building a child welfare information system that responds to users' needs while maintaining the best standards for security and data integrity to aid child welfare professionals in the vital assistance, oversight and case management of our most vulnerable populations.

HIGHLIGHTS

The Project released CARES 2.4 on June 1, 2019. Included in this release were enhancements to Child and Adolescent Needs and Strengths Assessment (CANS 2.0) and Facility Search 1.2.2. This update allowed for CANS reassessments and other improvements such as CANS print enhancements and additional reporting metrics for tracking assessment activity. Due to positive feedback received from users that Facility Search is beneficial when searching for viable placement options for youth, the Facility Search functionality was reenabled within CWS-CARES without the complaint information on homes/facilities. For complaint investigations, Facility Search also allows users to see the location of children placed in a home/facility, which was information users did not have easy access to in the past. The Project continues to work on resolving issues around showing complaint information and will provide updates as new information becomes available. Along with the release of CARES 2.4, the Project began working on CARES 2.5, which will include updates to Snapshot and Identity Management.

The Project team also made considerable progress with fine-tuning search results and reducing search pipeline latency and has been able to reduce latency to 10 seconds or less, 98.71% of the time, which is down from 40-50 seconds, 80% of the time. While CANS and other areas of CARES will benefit from these improvements, the tool is currently being tested to ensure these latency reduction measures will be sufficient to release Snapshot to a larger group of users. Additionally, there were changes to the overall look and feel of Snapshot to improve the usability and accessibility for all users. Once released, the new design will allow users to enter additional search criteria to yield best match results.

The month of June also marked the shift in the Project's development approach, whereby a large reduction of contracted services (approximately 54 resources) supporting custom development occurred on June 28. This was due to the Project's decision in May 2019 to move to a Customer Relationship Management (CRM) based Platform as a Service (PaaS) solution. For the near future, we will focus on increasing user adoption of existing CARES product features. We will conduct a cost-benefit analysis before the end of the calendar year to determine whether the existing functionality provides the necessary value to users.

The Project formed six workgroups to assess the pros and cons of the two CRM-based PaaS solutions in consideration. The workgroups were tasked with analyzing each platform in the following areas: user interface, data export and import, platform usage, platform operations, identity management, testing and quality management, and security. On June 26, 2019, the workgroups presented the Executive Leadership Team (ELT) with their findings and recommendations for the best suited PaaS solution for CARES, based on their individual research efforts. Work is continuing to finalize our analysis and from an overall perspective, determine which PaaS solution is best suited for CARES, and we are also working on related procurement strategies in collaboration with the California Department of Technology (CDT), Statewide Technology Procurement.

Along with many other transition planning activities, the Product Blueprint and Domain Model that represents the CARES product vision will be further refined to align with a new Digital Service (DS) Playbook. The DS Playbook is a rigorous

guide that demonstrates how multi-functional teams will work together to build in a PaaS, and it will include a Service Delivery Lifecycle approach that describes multiple phases, starting with the Product Blueprint towards delivering the product incrementally to Sandbox. Additionally, the Project is developing a plan to establish a State Data Infrastructure (SDI) that is informed by extensive analysis of the “to be” Domain Model, legacy data structures and the incremental data conversion approach.

On June 26, 2019 the Project submitted the Planning Advanced Planning Document (PAPD) that requested Federal funding for planning activities from July 1, 2019 to December 31, 2019. The Project anticipates submitting the Implementation Advanced Planning Document (IAPD) in November 2019. The Special Project Report #3 is on schedule for formal submission to CDT on July 15, 2019.

KEY PROJECT MILESTONES

Milestone	Planned Finish Date	Actual Finish Date	Status	Notes
Release CARES 2.4	06/2019	06/1/2019	Completed	CWDS released CARES 2.4 on 6/1/2019 and included CANS 2.0 which creates the CANS re-assessment form.
Planning Advanced Planning Document Submission to ACYF		06/26/2019	Completed	Formal submission to ACYF on June 26, 2019.
Special Project Report 3 (SPR)	7/15/2019		In Progress	Formal submission to CDT is planned for July 15, 2019
Release CARES 2.5	07/20/2019		In Progress	CARES 2.5 will include Snapshot 1.6, Facility Search 1.3, and IDM 1.5
Product Roadmap (First iteration)	07/30/2019		In Progress	
FY 2020/21 BCP Submission	08/16/2019		In Progress	
Data Architecture and Engineering Services Awarded	09/30/2019		In Progress	
Quarterly Product Roadmap Update (FY 2019/20 Q2)	10/01/2019		In Progress	
Implementation Advance Planning Document Submission to ACYF	11/1/2019		In Progress	
PaaS Integration Services Vendor Awarded	11/30/2019		In Progress	
CWS-CARES Digital Service Playbook Complete	11/30/2019		In Progress	
PaaS Licenses Procurement Complete	12/30/2019		In Progress	

May 23 through June 24, 2019

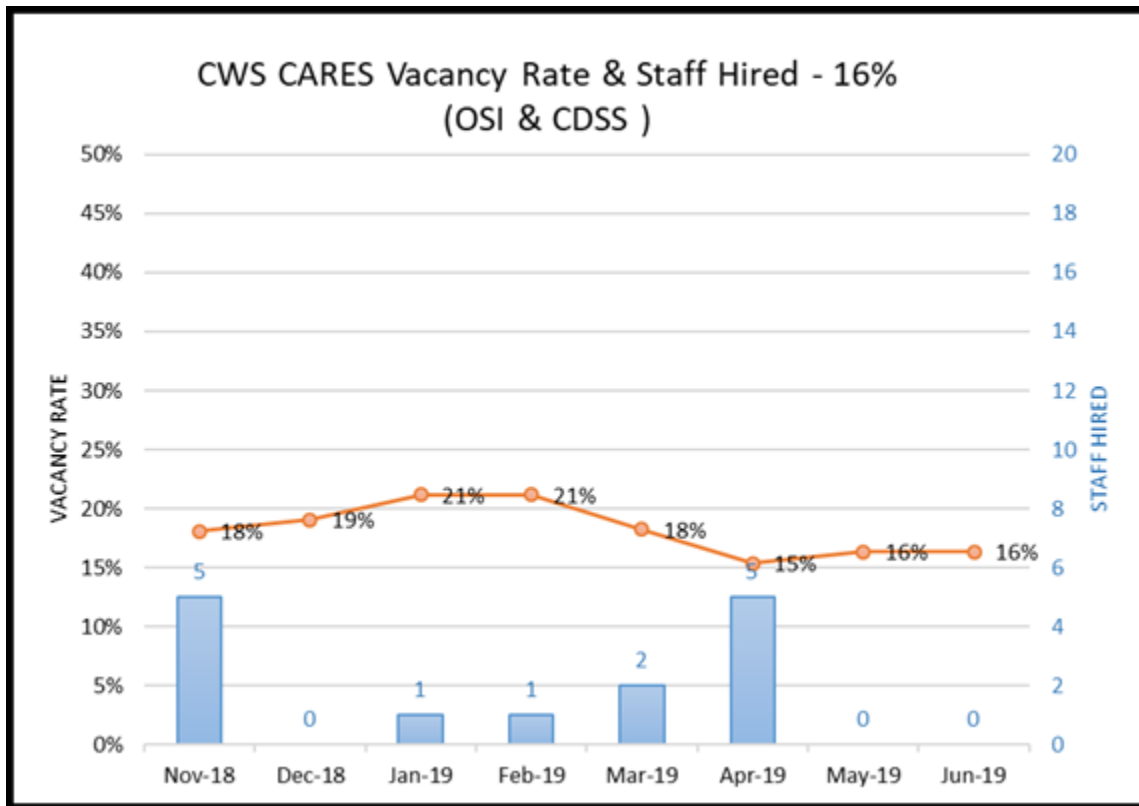
DIGITAL SERVICE UPDATE

Product Feature/Service		Progress to Date	
<p>The Case Management digital service will provide county Child Welfare Agencies a comprehensive, automated case management system that fully supports the child welfare practices and incorporates the functional requirements mandated by federal regulations. The CANS product feature set is a component within Case Management.</p> <p>CANS is a key strategy for the Integrated Core Practice Model (ICPM) and a pivotal aspect of Continuum of Care Reform (CCR). CANS will help set and track progress towards behavior goals, supporting better placement matching and faster progress to safe permanency.</p>			
<p>CANS 2.0 CANS 2.0 will included regression testing updates to comply with Page Object Model (POM) and will automate CANS test scripts in all CARES environments to eliminate the need for manual testing. Included in CANS 2.0 is:</p> <p><u>Improve usability</u></p> <ul style="list-style-type: none">• User can add ratings• Require delete reason• Add DOB & age to assessment form• Collapse option at bottom of expanded items• Page automatically scrolls when domain is expanded• CANS status in client history• AKAs on search results• Saving data on page <p><u>Refine CANS Assessments</u></p> <ul style="list-style-type: none">• CANS reassessment is populated with ratings from previously completed assessment. This will eliminate duplicate data entry and to reduce the amount of time spent entering assessment data. <p><u>Capture county CANS application metrics.</u></p> <ul style="list-style-type: none">• Create reports in New Relic to capture metrics that identify how users interact with the CANS application including:<ul style="list-style-type: none">◦ Length of time a user takes to complete an assessment◦ Number of deleted records and the delete reason.		<p>CANS 2.0 was released Statewide on June 1, 2019 as part of CARES 2.4 Release.</p>	
Implementation			
<p>Implementation Activities:</p> <ul style="list-style-type: none">• Supported CARES 2.4 readiness activities• Worked with Service Managers and Product Owners to summarize CARES 2.5 release features• Analyzed user base for a future statewide release of Snapshot <p>Organizational Change Management:</p> <ul style="list-style-type: none">• Published CARES 2.4 Release Materials• Published Working in CARES Newsletter, Volume 10, Volume 11• Drafted Working in CARES Newsletter, Volume 12• Published CARES 2.5 Feature Enhancements Slide <p>User Training:</p> <ul style="list-style-type: none">• Updated and published CANS 2.0 Training Materials• Updated Facility Search and Profile Job Aid			
Foundational Technical Tasks			
<p>Extend Identity Management (Cognito) <u>Identity Management 1.5</u></p> <ul style="list-style-type: none">• Introduces new fields for capturing mobile phones• Adds improved functionality to the change log• Addresses outstanding software bugs and adds additional edit capabilities for County and Office Administrators		<p>Progress</p> <p>In Progress – 75%</p>	<p>Status</p> <p>IDM 1.5 is planned for release into production on 7/20/2019 as a part of CARES 2.5.</p>
<p>Snapshot 1.6</p> <ul style="list-style-type: none">• Improved tuning of search results• Improved latency metrics• Re-designed UI that allows users to enter additional criteria in an effort to yield best matches		<p>Progress</p> <p>In Progress – 75%</p> <p>In Progress – 75%</p> <p>In Progress – 25%</p>	<p>Status</p> <p>Snapshot 1.6 is planned for release into production on 7/20/2019 as a part of CARES 2.5.</p>

NOTE: Any work completed in the prior month will remain in the table for the following reporting period.
 Example: if completed in April it will be reflected in May report and will be removed in June report.

STAFFING VACANCY

CURRENT VACANCY RATE: 16%



Current Vacancies - 17 of 104 CWS-CARES positions. The CWS-CARES vacancy rate did not change since the last report and remains at 16%.

Entity CWS-CARES	Classification	Service Team	Date Vacant	# of Days Vacant	Efforts/Notes
OSI	Information Technology Associate	Developer	7/1/2017	723	Position on hold.
OSI	Information Technology Associate	Project Management Analyst	1/24/2019	151	Final Filing Date (FFD) 5/3/2019, formal offer accepted 6/28/2019. Anticipated start date is 7/15/19.
OSI	Information Technology Manager I	Product Planning Chief	7/1/2017	723	Position on hold.
OSI	Information Technology Specialist I	Developer	7/1/2017	723	Position on hold.
OSI	Information Technology Specialist I	Information Security Analyst	7/1/2017	723	Position on hold.
OSI	Information Technology Specialist I	Developer	7/1/2017	723	Position on hold.
OSI	Information Technology Specialist I	Application Architect	7/1/2017	723	Position on hold.
OSI	Information Technology Specialist I	Developer	7/1/2017	723	Position on hold.
OSI	Information Technology Specialist II	DevOps Engineering	7/1/2017	723	Position on hold.
OSI	Information Technology Specialist II	Application Architect	7/1/2017	723	Position on hold.
OSI	Information Technology Supervisor II	Data Management	7/1/2017	723	Position on hold.
OSI	Information Technology Supervisor II	Implementation Services Manager	4/19/2019	66	FFD 6/20/2019, screening underway as of 6/26/2019
CDSS	Office Technician	Administrative Support	2/27/2019	117	Position was reposted on 6/12/19. Currently reviewing applications.
CDSS	Associate Government Policy Analyst	Administrative Support	9/25/2018	272	New recruitment package in process to fill position
CDSS	Associate Government Policy Analyst	Administrative Support	10/12/2018	255	Interviews scheduled for 7/2/19
CDSS	Associate Government Policy Analyst	Administrative Support	4/15/2019	70	Interviews scheduled for 7/2/19
CDSS	Associate Government Policy Analyst	Administrative Support	9/1/2018	296	Interviews scheduled for 7/2/19

RISKS

For this reporting period there are three High Priority risks open. The three risks are carried over from the prior month and no new risks were added. The below table provides details for each risk being actively managed by the PMO.

NOTE: The PMO is currently in the process of reviewing all open risk/issues for validity if the project is moving to a PaaS solution. Updates will be in the next report.

Risk	Impact	Mitigation
Continued Risks		
CWS-CARES lacks guidance on establishing coding standards and practices for the Digital Service (DS) teams. Vendors are independently determining standards and grading their own code with no enterprise level standards to adhere to. RI-111	This may lead into a grading system for code quality that is not reliable and poor-quality product with high technical debt migrated to production. CWDS technical leadership should consider dedicating efforts to establish these standards and a mechanism to monitor adherence to these standards. The examples of what needs to be established may include: <ul style="list-style-type: none"> • Code quality reporting targets • CQ monitoring process • Functional testing goals • Non-functional testing goals (such as performance and other SLO) 	CWS-CARES technical leadership must develop a clear and concise mechanism for best practices for coding and standards that need to be met to maintain a high quality of code. This should be communicated to the DS teams and monitored to verify adherence to established standards. <u>Progress as of 6/24/19</u> Guidance on coding standards were communicated to vendors as part of on-boarding process. During sprint reviews, the coding standards were checked/validated against standards. Going forward the development team is a small, cohesive unit, thereby able to manage/validate standards being followed. Development Architect has been providing input on development standards/architecture and this has helped with the development process. During FIT, tools such as SonarQube were implemented to validate code. For these reasons, the project believes this is no longer a high, should be lowered to medium or a low or closed. PMO is working through the change in the priority process.

Risk	Impact	Mitigation
The project's efforts to-date to formally communicate the principles and items associated with its Customer Value Measurement Process have been limited. RI-110	The continued lack of a Customer Value Measurement Process could cause multiple digital service teams to have a different understanding of how the project is measuring customer value. Service teams might not be making choices to maximize customer value. Backlog items might not be correctly prioritized. The project county stakeholders are not appraised of potential value.	<ol style="list-style-type: none"> 1. Identify value measurement metrics and tools needed to obtain metrics. (Usage Metrics completed) 2. Create metric reports and provide to leadership regularly. (Complete) 3. Develop customer survey/feedback process. (In progress) 4. Include measures/metrics as part of blueprint, incorporate into research and design, as well as adding measurable value statements into user stories. (In progress) 5. Develop process for monitoring the results of the value assumption when the code is in production (and/or Sandbox). 6. Create Sandbox environment for training and feedback (In progress) <ol style="list-style-type: none"> a. Include in feedback process *#3 above <p><u>Progress as of 6/24/19:</u> Blueprint includes Value Hypothesis and Metrics to address the customer value measurement. The project believes the approach being taken is enough to mitigate the risk and believes Priority can be lowered to a Low. PMO is working through this process.</p>
The current approach to the two-factor authentication is to use a code sent via an e-mail to the user, which can be restricting for County workers when email outages occur. RI-35	In the event of a County e-mail outage, the child welfare workers may not have access to the CWS-CARES system. As designed, their initial logon is tied to another system that is different in each County.	<ol style="list-style-type: none"> 1. CWDS Security Officer to Contact CDSS Security Officer to approve rolling back to one factor authentication. 2. Roll back to one factor authentication. 3. Research alternate authentication methods with counties that can be selected by the user at the time of the login (phone call, text, e-mail). 4. Communicate to all stakeholders how and when to use these options. <p><u>Progress as of 6/24/2019:</u> SMS (text) capability has been planned as the 2nd factor for authentication in a future release of IDM.</p>

ISSUES

For this reporting period, there are eleven High Priority issues open. One High Priority issue was recategorized to an observation based on the Project's change to a PaaS approach to product development and delivery, thus removing it from this table. One new issue has been added to the table. The below table provides details for each issue being actively managed by the PMO.

Issue	Impact	Resolution
New Issues		
CARES is currently using a version (5.5.2) of Elasticsearch (ES) that is no longer supported. Ver 5.5.2 was de-supported on January 6, 2019 RI-120	The vendor is no longer providing support and there are known security vulnerabilities with the version (5.5.2) currently being used by CARES.	The decision was to work on ES 6.8.0 and CARES 2.5 in parallel with a 7/20 release date for CARES 2.5 and a future release date (e.g., 8/3) for ES 6.8.0.
Continued Issues		
Release timeframes are not derived from analysis of project historical data/performance metrics, but rather were based on key staff professional opinion and management commitments. RI-115	Release timeframes will not be accurate in the absence of historical data/performance metrics.	<p>IPO recommends that the project instead use an Agile, data driven method such as the following:</p> <ol style="list-style-type: none"> 1. For each product feature, ensure its associated backlog is refined/pointed. 2. Using each team's established velocity, determine the number sprints needed to complete the backlog. <p><u>Progress as of 6/24/19:</u> New processes have been put into place to derive code completion dates:</p> <ol style="list-style-type: none"> a) Building blocks are decomposed into epics b) Epics are given a sizing estimate c) Based on the teams estimated velocity, a code complete date is calculated

<p>The complicating factor of following a typical Agile practice of releasing and iterating improvements on an MVP is that child welfare workers cannot be expected to incorporate incomplete or insufficient features into their daily work. So, our team has given more consideration to releasing either complete (though potentially improvable) features or end-to-end workflows. RI-113</p>	<p>County expectations on product releases may not be met.</p>	<p>IPO believes two definitions may be needed. One definition for functionality that exists today in the legacy system being replicated in CWS-CARES, and one definition for purely new functionality (i.e., functionality that doesn't exist in legacy). IPO further recommended the definitions be memorialized within the next 30 days. The agreed upon definitions should also be shared with external project stakeholders to reduce the risk of misunderstanding.</p> <p><u>Progress as of 6/24/19:</u> The new approach will follow a guiding principle that the introduction of features for use in Production will depend on the readiness of users to adopt. New features initially will be delivered to a 'sandbox' environment. This environment will allow stakeholders to access and explore features to better prepare for and understand what will be delivered to the Production environment.</p>
<p>Timely decisions on future releases, need protocol for future releases RI-114</p>	<p>Not making these decisions in a timely manner may cause inadequate release planning to occur, resources may be assigned to tasks not aligned with project priorities.</p>	<p>The project must establish a practice of making decisions on future release product composition and delivery timing no later than two Sprints prior to the release currently in progress.</p> <p><u>Progress as of 6/24/2019:</u> No additional product releases are being planned at this time due to the decision to transition from the current development and delivery approach.</p>
<p>Lack of dedicated QA Automation Engineering Resources RI-105</p>	<p>The lack of dedicated QA Automation engineering resources to support the automate test scripts and support CWDS automation tests in the future (integration tests, and regression tests) limits the quality and overall coverage of tests performed against the system</p>	<ol style="list-style-type: none"> 1. Manual QA engineers and Development teams to create automated test scripts in Selenium based on happy path regression testing scenarios within pre-int and int environments. Adjust scripts with any additional updates needed to run in production like dataset. 2. Identified QA and Development resources to run automated test scripts during Sprint and work to resolve any SEV 1 defects. <p><u>Progress as of 6/24/19:</u> With the new QA strategy, yet to be enacted with PaaS, the QA team is looking into what each PaaS vendor will be providing then assess any deltas. This will unfortunately delay any closure to this item for the near future.</p>
<p>Information regarding test processes and procedures, plan testing activities, and status reports of quality assurance (QA) activities are not being reviewed directly by project leadership when determining the readiness of software for release. RI-95</p>	<p>Potential impact on quality of software being released.</p>	<ol style="list-style-type: none"> 1. Adoption of an enterprise test management tool to store test processes and procedures, plan testing activities, and status reports of quality assurance (QA) activities. <p><u>Progress as of 6/24/19:</u> The QA team is reevaluating software for Test Management as well as Test Automation. With the recent project announcement, we need to consider what the expectations are along with any PaaS vendor suggestions.</p>

Issue	Impact	Resolution
<p>A few incidents were reported with the release of CARES 2.0 that impact the accuracy and displaying of current data in search results and in Snapshot cards. Communication was sent to the Orgs when a fix was identified for the underlying problem, not when the incidents were identified as impacting search results and Snapshot information. Impacts of using this inaccurate data potentially impact child safety.</p> <p>RI-92</p>	<p>If users are not notified in a timely manner of high priority and critical bugs in CWS-CARES, this could affect decisions made by CWS-CARES users based on inaccurate data which may ultimately impact child safety.</p>	<ol style="list-style-type: none"> 1. Solidify internal communication framework 2. Follow communication protocols to notify users regarding bugs ranked high and critical 3. Provide updates to users on potential interim processes and planned hot fix dates 4. Daily prioritization of bugs <p><u>Progress as of 6/24/19:</u></p> <p>Service desk team has completed all the resolution steps. This Issue is working through the closure process:</p> <ol style="list-style-type: none"> a) Solidify internal communication framework: Service Desk has procedures working with DS Teams through SNOW & JIRA by tagging teams who may respond to incidents/bugs within the SLO time frame depending on severity level b) Follow communication protocols to notify users regarding bugs ranked high and critical: Service Level Objectives outlines communication response times and frequency depending on severity level c) Provide updates to users on potential interim processes and planned hot fix dates: Service Level Objective outlines communication response times and frequency depending on severity level. If workarounds are available, they will be used first. In addition, the Digital Services Teams & Product Owner will review each bug and prioritize appropriately. d) Daily prioritization of bugs: Each Digital Service Team reviews the bugs that come in through JIRA. Tagging of teams will alert the staff to review the incident/bugs to make sure they are reviewed, addressed and prioritized
<p>There is currently only one resource supporting the IDM solution as a Subject Matter Expert (SME) and that resource is a contractor. In the event of the contractor potentially transferring off the Project, the IDM Solution would possibly lose support on a SME level.</p> <p>RI-90</p>	<p>Since there is only one technical subject matter expert (SME) to support the solution and that this resource is a contractor, raises concerns going forward with the project's ability to support the IDM solution</p>	<ol style="list-style-type: none"> 1. Ensure an exit strategy clause is included in vendor contracts. 2. Implement a knowledge transfer process to be executed continually throughout Project. <p><u>Progress as of 6/24/19:</u></p> <p>Since the project has approved a new direction, and the new direction includes/will include a blueprint, a roadmap and an overall release strategy, Implementation team recommends closure of this Issue. PMO working through the closure process.</p>
<p>Lack of a defined trigger date and scope lock for a release from the Development Team is impacting the Implementation Team's ability to initiate preparation activities, e.g., communication, training materials and OCM activities</p> <p>RI-33</p>	<p>Organizations may not have time to prepare for or execute OCM, training, and implementation activities. This may result in an organization delaying the use of functionality if they are not prepared. This may also cause more organizations to stack within a given timeframe, limiting the implementation team's ability to support the organizations while they transition from CWS/CMS to the Intake Digital Service.</p>	<ol style="list-style-type: none"> 1. Adherence to "hands off code" as defined in the Product Release Roadmap will enable the Implementation Team to have full understanding what is in the release, who is impacted, the extent of the impacts, and provide the counties with the appropriate information for preparedness activities and a predictable implementation schedule. 2. Prevention of scope creep to ensure delivery and all supporting implementation preparedness materials (trainings, business process impacts, audience analysis, readiness activities) aligns with communication to CARES users. 3. Establish communication cadence in addition to the daily release meetings to ensure both Implementation and Development Teams are collaborating and are in sync with release goals. <p><u>Progress as of 6/24/19:</u></p> <p>This Issue is working through the closure process:</p> <ol style="list-style-type: none"> 1. Contract resource has been identified for receiving the knowledge transfer for IDM. 2. The identified resource will stay on as their contract has been extended and they would be able to impart knowledge transfer to state staff/contract staff as required. 3. IDM support requirements also have reduced as IDM 1.4 is in production and the contract resource will be able to support IDM

Issue	Impact	Resolution
<p>There is no formal process in place to ensure knowledge is transferred from vendors to state staff during the vendors transition off the Project as their contracts approach expiration. RI-81</p>	<p>Crucial Project specific knowledge is lost when backups are not identified nor a process in place to transfer knowledge between vendors and state staff.</p>	<ol style="list-style-type: none"> 1. Ensure an exit strategy clause is included in vendor contracts. 2. Implement a knowledge transfer process to be executed continually throughout Project." <p><u>Progress as of 6/24/19:</u></p> <p>As we reduce the staff count by the end of the month, a Knowledge Transfer (KT) approach has been developed to address the KT issue. It includes a breakout of the resources (Resource plan) that KT is being transferred from and to.</p>
<p>The current process to support decisions regarding prioritization that also factors in dependencies and impacts of what is not chosen as priorities is subjective, which creates difficulty in strategizing releases effectively. RI-77</p>	<p>The Project's ability to identify future releases impacts development priorities.</p>	<ol style="list-style-type: none"> 1. Develop a product strategy driven by business priorities to show dependencies and how to build. 2. Develop a more objective process that can quantify business value and level of difficulty, which also includes dependencies. 3. A product decision making framework was approved by the Executive Leadership Team." <p><u>Progress as of 6/24/19:</u></p> <p>Blueprinting process uses quantitative measures and addresses the prioritization issue. However, the application of Blueprinting for new releases has to be fully validated.</p>

BUDGET/EXPENDITURES

AS OF JUNE 28, 2019

2018-19 CWS-CARES Budget/Expenditure Report Summary

OSI Spending Authority Budget Item	2018-19 Budget ¹	Actual Expenditures	Projected Expenditures	Total Actuals/ Projections
Personnel Services*	9,935,256	5,811,516	1,334,847	7,146,363
Other OE&E**	5,717,563	2,827,092	761,782	3,588,874
Data Center Services**	3,910,543	3,844,488	411,191	4,255,679
Contract Services**	51,581,244	28,736,620	2,838,261	31,574,881
Enterprise Services*	5,420,394	1,490,288	298,058	1,788,346
OSI Spending Authority Total	76,565,000	42,710,004	5,644,139	48,354,143
CDSS Local Assistance Budget Item	2018-19 Budget	Actual Expenditures	Projected Expenditures	Total Actuals/ Projections
Contract Services***	587,180	326,006	628,049	954,055
Other OE&E***	3,492,074	-	2,170,410	2,170,410
County Participation Costs***	19,157,746	1,240,558	600,000	1,840,558
CDSS Local Assistance Total	23,237,000	1,566,564	3,398,459	4,965,023
CDSS State Operations Budget Item	2018-19 Budget	Actual Expenditures	Projected Expenditures	Total Actuals/ Projections
Personnel Services****	1,930,359	1,755,157	325,194	2,080,351
Facilities****	568,000	45,050	327	45,377
Other OE&E****	224,497	31,467	17,292	48,759
CDSS State Operations Total	2,722,856	1,831,674	342,813	2,174,487
CWS-CARES Project Total	102,524,856	46,108,242	9,385,411	55,493,653

¹ 2018-19 Budget reflects amount in FY 2019-20 Governor's Budget

* Actuals through April 2019 per Fi\$Cal Report

** Actuals from April 2019 Fi\$CAL Reports, in addition to processed invoices through July 5, 2019

*** Actuals from CDSS as of December 2018

**** Actuals through April 2019 per CalSTARS Report

Note: The adjustments to the OSI line item spending authority were made to better align with the Project's focus of one product feature set at a time.